

A-2017-12597

**Thomas, Christine**

**From:** Thomas, Christine  
**Sent:** December 15, 2016 04:33 PM  
**To:** Prosper, Hantz; Chenard, Charles; Desmarais, Carl; Campbell, Leah  
**Subject:** FW: IHC-Laval Update rev 3 16-10-18 .docx  
**Attachments:** IHC-Laval Update rev 3 16-10-18 .docx

This was an earlier update, and it contains an infrastructure perspective; from an infrastructure perspective all sites are challenging in different way. PWGSC did not think there was a significant cost difference between them. A detailed assessment was done.

Sorry about the recall, selected the wrong msg.

Christine

**From:** Thomas, Christine  
**Sent:** November 1, 2016 10:15 AM  
**To:** Rowe, Andrew  
**Cc:** Elborn, Edward (Ted); Campbell, Leah; Prosper, Hantz  
**Subject:** FW: IHC-Laval Update rev 3 16-10-18 .docx

I will look at the PSPC schedule for dates that match your description. The land update is now Parcels B and D are being reviewed the \_\_\_\_\_ and they expect to get back to us this week.

Define Statement of Requirements & prepare RFP for consultant architect	29-Aug-16	TBC	17-05-30	0.00	N/A
Architect selected for IHC design and contract awarded	10-Nov-16	TBC	18-01-16	0.00	Nov-16
Land Acquisition from _____	10-Oct-16	TBC	TBC	0.00	Oct-16
Design Facility	20-Feb-18	-	20-Feb-18	0.00	N/A
Develop full scope construction documents & tender	17-Jul-18	-	19-02-13	0.00	Jul-18
Construction & interim completion	10-Mar-20	-	21-08-24	0.00	Jan-20
Final Acceptance			21-12-28		
Occupancy Plan - Regional Operations		TBC	-	TBC	0.00
Occupancy	31-Mar-20	-	21-12-28*	0.00	Mar-20
Project Completion	31-Mar-20	-	21-12-28	0.00	N/A

\*depending on the types of deficiencies this date could be moved closer to 21-08-24.

**From:** Thomas, Christine  
**Sent:** October 19, 2016 6:05 PM  
**To:** Prosper, Hantz  
**Subject:** IHC-Laval Update rev 3 16-10-18 .docx

This should be pretty good.

Christine Thomas, MEng PEng  
Strategic Engineering Advisor, Facility Planning and Project Delivery Division  
National Real Property and Accommodations Directorate | Comptrollership Branch

Canada Border Services Agency | Government of Canada  
[christine.thomas@cbsa-asfc.gc.ca](mailto:christine.thomas@cbsa-asfc.gc.ca) | Tel.: 343-291-5815 | Cell.: |

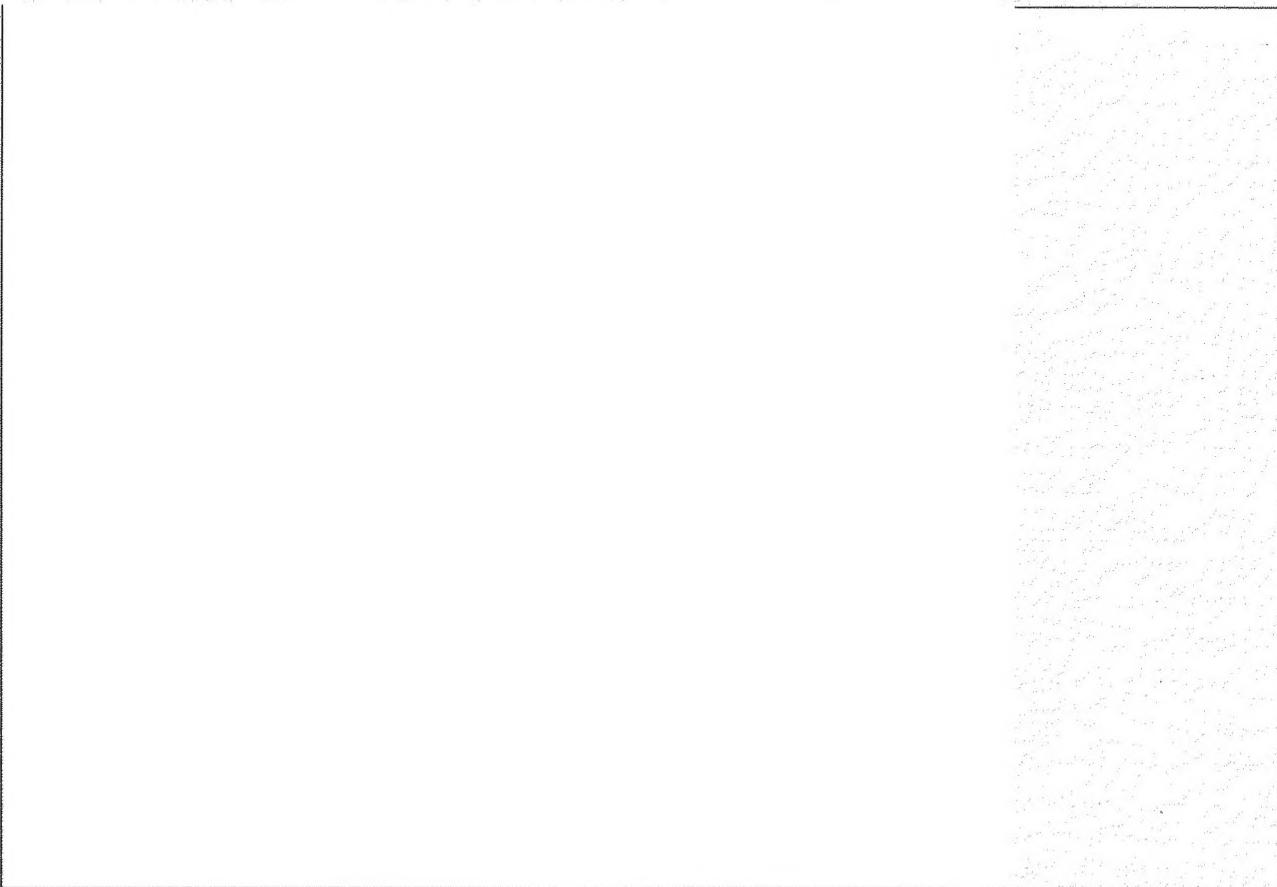
| TTY: 866-335-3237

Christine Thomas  
Conseiller génie stratégique, Division de la planification stratégique et de la réalisation de projets  
Direction des services nationaux de gestion des biens immobiliers et des locaux  
Direction du contrôle  
Agence des services frontaliers du Canada | Gouvernement du Canada  
[christine.thomas@cbsa-asfc.gc.ca](mailto:christine.thomas@cbsa-asfc.gc.ca) | Tel.: 343-291-5815 | Cell.: |

| ATS : 866-335-3237

IHC – Laval update 2016-10-18

- 1) Budget and Schedule. The TBS approved budget is \$56.1M. The TBS schedule shifted by eight months to 2020-11-30. Based on identified constraints PSPCs initial plan indicates a move in date of 2021-08-24. Steps and actions are being identified to reduce this time, as well by running items parallel where possible.
- 2) Design Approach. The Surrey design would be used as a basis for Laval. Risk: ensure the information is prepared and described in the RFP to maximize the benefit and to avoid rework due to professional liability.
- 3) Land. identified three parcels of land: A, B, C. A is the least problematic site wise, however C is most desirable from a Program/Operations perspective then B. is reviewing what their position is on the land. A meeting to discuss this further is scheduled for Oct. 21. The goal is to confirm a site as quickly as possible, to provide possible site configuration information into the generic site plan. The initial proposal was to lease the land for a \$1 per year for 99 years.



- 4) Security. To improve the schedule a one-phase RFP is proposed. This requires no protected B information in the RFP. As there will be security requirements a Notice of Interest needs to be published 90 days in advance of the RFP to allow sufficient time for consultants to obtain their security requirements. Identification of the correct security requirement is critical for the project: Notice of Interest, RFP posting date and process. If not done adequately it could lead to the outright cancellation of the tender process due to complaints from industry.

IHC – Laval update 2016-10-18

**High level Schedule Points**

TBS Schedule	Preliminary PSPC /Revised	Milestones/Deliverables
16-03-01	16-10-31	SOR completed
	16-12-01 to 17-04-19	Schematic and Design development of "generic" design by BC Architects based on Surrey.
	16-12-01	Critical to time line: Notice of interest (to allow sufficient time for security requirements to be met by the consultants). 90 days prior to posting RFP.
	2017-05-30	Post RFP for professional design services. PSPC recommends, for now planning with this date for One phase as well due to security requirements.
16-11-07	TBD	Lease acquisition
16-11-01	2018-01-16	Contract award to Design consultant.
2020-03-21	2021-08-24	Occupancy TBS: Based on SOR completed in 16-03-01 PSPC: Based on SOR completed in 16-10-31
2020-11-30		Shifted Occupancy. Based on SOR completed in 16-10-31.

All steps are being identified where time could possibly be saved and what must be in place to do so.

**Background:**

The current proposed schedule by PWGSC indicates differences in times required for tasks. Their current schedule indicates 21-08-24; based on a two phase procurement process as was in the TBS submission. Two significant items are going from a 2-phase to a 1-phase RFP. This will require PWGSC approval; and how to publish the RFP earlier. This would also align better with the Design Approach.

The RFP procurements process is the biggest factor. The question is whether a one phase process could be achieved. This is contingent upon no protected B information in the Request for proposal for design services and permission from PWGSC as the project size automatically makes it a two phase process. Both aspects are being acted upon. If this were achieved then the completion date is estimated to be improved by 80 days, this is being confirmed.

Security requirements and the impacts thereof, in the end will probably be the biggest factor to contend. Specifically, considering how long it can take to obtain the required security clearances, including document safeguarding (it can take up to 6 months, if not more), PWGSC Acquisitions recommend a 3-month period for its publication of the Notice of interest. So it is critical that the level of security requirements is identified now.

The next major factor is selection of the site. CBSA's intended outcome is to build a facility that is not institutional looking, not punitive looking and more office building like. Three parcels of land were proposed earlier this year by

IHC – Laval update 2016-10-18

From only an Infrastructure perspective, based on a site review, additional documentation obtained, Parcel A appeared to be the least problematic. It is located well within the grounds.

From a Programs and Operational perspective, Parcel C is the preference then B. Based on current information, of these, from an Infrastructure perspective B is less problematic. Please refer to the document on the Land options for further details of the properties.

Even if a site were selected today it is too late in the year to complete the environmental assessment work and geotechnical work; however these are only needed once the contract is awarded.

CBSA requested of if PWGSC could conduct Environmental Sensitivity testing on the sites. is now reviewing the three parcels to confirm whether they still viable, and had questions which have been responded to, and they stated that they would undertake the environmental work (in general). A meeting will be held Oct. 21 with to discuss the site options further. We have advised that intent is post the RFP early next year; requested due to time, if would conduct the Environmental Sensitivity, or if we could.

Interim solution: «environmental sensitivity» of sites A, B and C, which could be achieved before winter: the report would also include a soil characterization of the topsoil (top 50 cm of soil) to evaluate if either site has greater contamination than the known class A-B contamination. This would not preclude the obligation to do a formal Environmental assessment next spring.

The schedule and budget/cash flow will be updated based on current information.

All steps to move this project forward have been taken.

## IHC – Laval update 2016-10-18

### General comments:

C: Has Marsh and other site challenges

Estimate site size at least around 20,000m<sup>2</sup>

Operational Facility size requirements: 5200m<sup>2</sup> (not including service spaces); 1000m<sup>2</sup> exterior spaces; not accounting for layout. Services need to be brought to each site; but the difference among them is not expected to be great (variance estimate~\$300,000)

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## Thomas, Christine

**From:** Thomas, Christine  
**Sent:** November 23, 2016 09:06 AM  
**To:** Chenard, Charles; Desmarais, Carl  
**Cc:** Campbell, Leah; Prosper, Hantz  
**Subject:** RE: IHC-Laval - land options discussion summary

Hi,

I am not suggesting to change anything only adding clarification for our mutual understanding from my perspective:

### Issues/Risks:

- Aggressive schedule and design finalization should consultant architect not be engaged in short order.

Just a clarification for the risk:

Aggressive schedule and design finalization should a site not be selected prior to the Laval design consultant contract award.

This is hopefully in the second quarter/third quarter of 2017 IF we receive approval to do a one phase procurement process instead of two phase; otherwise is it is as per the current dashboard.

The consultant for the generic design is engaged and design are planned to be prepared for several site layout options.

Christine

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**From:** Chenard, Charles  
**Sent:** November 23, 2016 7:02 AM  
**To:** Desmarais, Carl; Thomas, Christine  
**Cc:** Campbell, Leah; Prosper, Hantz  
**Subject:** Re: IHC-Laval - land options discussion summary

Good to go!

Cheers!

Sent from my BlackBerry 10 smartphone on the Rogers network.

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**From:** Desmarais, Carl  
**Sent:** Tuesday, November 22, 2016 5:03 PM  
**To:** Thomas, Christine; Chenard, Charles  
**Cc:** Campbell, Leah; Prosper, Hantz  
**Subject:** RE: IHC-Laval - land options discussion summary

Charles:

Here is what I put in for Laval update. Comments?

Status:

- Discussions progressing with [redacted] on land acquisition. 2 parcels of land were under consideration, Decisions expected in November.

- Negotiation ongoing with PSPC to confirm revised project schedule and timelines for architect engagement
- The Notice of Interest for posting the RFP for the Design Consultant is targeted for Dec. 1.
- The kick-off meeting for the Generic Design is scheduled for Dec. 14<sup>th</sup>. This leverage Surrey design experience and will aid the project schedule.
- Program and technical specs to be provided to PSPC by Dec 9<sup>th</sup> to initiate contract process.

**Issues/Risks:**

- Aggressive schedule and design finalization should consultant architect not be engaged in short order.

**Mitigation for Red Indicator:** Deputy-level engagement may be required to come to an agreement on a preferred site for the new IHC. Work ongoing with PSPC to bring timelines closer to original occupancy date. Leveraging detailed design work from Surrey IHC to accelerate project delivery. Project work to continue concurrently while site selection discussion are occurring.

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**From:** Thomas, Christine  
**Sent:** November 22, 2016 3:25 PM  
**To:** Desmarais, Carl  
**Cc:** Campbell, Leah  
**Subject:** FW: IHC-Laval - land options discussion summary

As requested by Charles

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**From:** Thomas, Christine  
**Sent:** November 22, 2016 3:06 PM  
**To:** Chenard, Charles  
**Cc:** Prosper, Hantz  
**Subject:** IHC-Laval - land options discussion summary

**Participants:**

Ghislain Sauvé  
Charles Chenard  
Christine Thomas

**High Level Summary :**

1. is working diligently with CBSA to determine an appropriate parcel of land on their premises.
2. has proposed Parcel A, which is in front of the
3. CSBSA explained that Parcel D is preferable from an operations/programs/policy point of view: CBSA is building an IHC<sup>1</sup>
- 4.
5. Both This may lead to closure and  
new construction depending on the outcome.
6. did not offer Parcel D at present due to the future potential of expanding next to  
Parcel D (due to the review),
7. expects to have a good indication of their requirements by the end of the first quarter in 2017.
8. The specific parcel of land is not required to be identified for the Notice of Interest and the posting of the RFP for the professional design services for the Laval project; only the commitment that a parcel of land will be available; and has made this commitment.

9. Therefore the CBSA design strategy will be to plan for Parcel D, and to risk manage that the final result may in fact be Parcel A. Some project costs may be incurred due to this but the benefits would be gained for the long term.
10. is amenable to this approach, and Charles will report this to upper management.

Below is an excerpt from the file provide by

Parcel D is more attractive from a policy perspective, i

to D is adjacent

And hence D is more suitable to our needs.

Will we have a meeting on this to discuss.

The existing IHC is beyond this corner

Christine Thomas, MEng PEng  
Strategic Engineering Advisor, Facility Planning and Project Delivery Division  
National Real Property and Accommodations Directorate | Comptrollership Branch  
Canada Border Services Agency | Government of Canada  
[christine.thomas@cbsa-asfc.gc.ca](mailto:christine.thomas@cbsa-asfc.gc.ca) | Tel.: 343-291-5815 | Cell.: | TTY: 866-335-3237

Christine Thomas  
Conseiller génie stratégique, Division de la planification stratégique et de la réalisation de projets  
Direction des services nationaux de gestion des biens immobiliers et des locaux  
Direction du contrôle  
Agence des services frontaliers du Canada | Gouvernement du Canada  
[christine.thomas@cbsa-asfc.gc.ca](mailto:christine.thomas@cbsa-asfc.gc.ca) | Tel.: 343-291-5815 | Cell.: | ATS : 866-335-3237

A-2017-12597

## Thomas, Christine

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**From:** Thomas, Christine  
**Sent:** October 21, 2016 01:09 PM  
**To:**  
**Cc:** Campbell, Leah; Chenard, Charles; Proulx, Sophon; MILLAN, ALEXANDRA; Prosper, Hantz  
**Subject:** IHC - Laval : Land overview D ref rev 0 16-10-21.docx  
**Attachments:** Land overview D ref rev 0 16-10-21.docx

Hi Maria,

Please find attached a summary of what I understood from the meeting for your teams consideration. I would appreciate if could let me know, if I have made any errors in my summary, so I can make the necessary adjustments, in particular the approximate boundaries relating to D, as I will already start obtain Programs and Operation opinions on this location.

We are having a project update meeting next week (teleconference) and we would like to include someone from Since today is your last day, would you please be able to advise whom I should invite. I would appreciate it if you would be able to share the most recent environmental assessment of the site, I have an incomplete one from 1999, even if it is that one but complete.

Thank you very much for hosting us today. I think the meeting went very well.

Christine Thomas, MEng PEng  
Strategic Engineering Advisor, Facility Planning and Project Delivery Division  
National Real Property and Accommodations Directorate | Comptrollership Branch  
Canada Border Services Agency | Government of Canada  
[christine.thomas@cbsa-asfc.gc.ca](mailto:christine.thomas@cbsa-asfc.gc.ca) | Tel.: 343-291-5815 | Cell.: | TTY: 866-335-3237

Christine Thomas  
Conseiller génie stratégique, Division de la planification stratégique et de la réalisation de projets  
Direction des services nationaux de gestion des biens immobiliers et des locaux  
Direction du contrôle  
Agence des services frontaliers du Canada | Gouvernement du Canada  
[christine.thomas@cbsa-asfc.gc.ca](mailto:christine.thomas@cbsa-asfc.gc.ca) | Tel.: 343-291-5815 | Cell.: | ATS : 866-335-3237

and CBSA meeting notes from land options discussion 16-10-21

**Other Reference material**

Aerial Photograph: from Overall Photo . PWGSC May 2012

**Site A**

This option is no longer under consideration as per

**Site B**

This may still be under consideration as per  
They are evaluating a central thermal plant in this area.

**Site C:** not on this plan. This option is no longer under consideration as it is not under purview.

**Site D:** Proposed during meeting by  
*Specific boundaries to be confirmed by*  
*These are simply indicative lines of*

**Site D??** The question was raised whether this area would also be available for use.  
*These are simply indicative lines of what I understood.*

and CBSA meeting notes from land options discussion 16-10-21

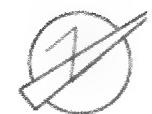
Topography: 2011-03-11.  
From PSPC. Lines close  
together represent steepness.

Site D and D?? Boundary  
lines need to be confirmed  
by *This is what I  
understood*

Underground services.  
will provide these

and CBSA meeting notes from land options discussion 16-10-21

Need to validate with current information. And identify rights of way and other site constraints



and CBSA meeting notes from land options discussion 16-10-21

Refer to the description on page 1 for each site.

A-2017-12597

**Thomas, Christine**

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**From:** Thomas, Christine  
**Sent:** January 25, 2017 11:59 AM  
**To:** Chenard, Charles  
**Cc:** Campbell, Leah; Prosper, Hantz; Desmarais, Carl  
**Subject:** IHC-Laval Land overview rev 0 17-01-25.pptx  
**Attachments:** IHC-Laval Land overview rev 0 17-01-25.pptx

As requested. For review.

Christine Thomas, MEng PEng  
Strategic Engineering Advisor, Facility Planning and Project Delivery Division  
National Real Property and Accommodations Directorate | Comptrollership Branch  
Canada Border Services Agency | Government of Canada  
[christine.thomas@cbsa-asfc.gc.ca](mailto:christine.thomas@cbsa-asfc.gc.ca) | Tel.: 343-291-5815 | Cell.: | TTY: 866-335-3237

Christine Thomas ing. M.ing.  
Conseiller génie stratégique, Division de la planification stratégique et de la réalisation de projets  
Direction des services nationaux de gestion des biens immobiliers et des locaux  
Direction du contrôle  
Agence des services frontaliers du Canada | Gouvernement du Canada  
[christine.thomas@cbsa-asfc.gc.ca](mailto:christine.thomas@cbsa-asfc.gc.ca) | Tel.: 343-291-5815 | Cell.: | ATS : 866-335-3237



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PROTECTION

SERVICE

INTEGRITY

# IHC Laval Land Overview

For CBSA and  
January 26, 2017

Meeting 1pm,  
340 Bank Street



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## IHC Laval Project Overview

*The Minister of Public Safety, responsible for both the and CBSA, has mandated the CBSA to transform its existing and future detention centres into more welcoming facilities and look less like a jail.*

- Occupancy is planned for June 2021; work continues to advance closer to the TB submission date of March 2020
- committed to lease a parcel of land to the CBSA
- The specific land location is needed by May 2017 (will confirm if later date would work)
- CBSA is very appreciative of working with CBSA to find a solution that meets the Ministers mandate



## Overall Site – options discussed

At this point only  
1(A) has been offered  
as a firm option

2 (D) is preferable  
thus far

B was removed due  
to evaluation  
of a central thermal  
plant

X was proposed by  
This  
has not been vetted  
CBSA or HQ.



# Perspective of Site Options 1(A) and 2(D)



## Pros and Cons of Sites

Decision Criteria	Parcel 1 (A) (offer)	Parcel 2 (D) (CBSA's preference)
Ministerial mandate	<input checked="" type="checkbox"/> Does not meet Ministerial mandate	<input checked="" type="checkbox"/> Is significantly closer to meeting Ministerial mandate
Infrastructure	<input checked="" type="checkbox"/> Larger parcel <input checked="" type="checkbox"/> Not connected to municipal water <input checked="" type="checkbox"/> Not connected to electric grid	<input checked="" type="checkbox"/> Connects to municipal water <input checked="" type="checkbox"/> Smaller parcel; however this size is functional
Security impact	<input checked="" type="checkbox"/> Because of the close proximity of the _____ from the _____ will serve as a dissuasive measure for the rear of this parcel <input checked="" type="checkbox"/> Visibility is clear to the right of parcel "A" (vegetation will not impede the line of sight) <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> rendering the access difficult. From the proposed entrance to this parcel, a wide angle of unobstructed vision permits the identification of unwanted visitors.
Program impact	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Operations	<input checked="" type="checkbox"/> Unclear if Parcel allows sufficient space for a vehicle emergency exit <input checked="" type="checkbox"/> Potential strikes from _____ could disrupt operations	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> allowing certain detainees to work at the IHC in the capacity of maintenance support.
Accessibility to visitors	<input checked="" type="checkbox"/> Far from to road (expensive for the services) <input checked="" type="checkbox"/> Not easily accessible by public transit	<input checked="" type="checkbox"/> There is a parking for _____ in front of parcel D and I understand that _____ wish that it remains undisturbed (to be confirmed). <input checked="" type="checkbox"/> Closer to public transit and roads



## Next Steps

- Is there any way that we can work out another site option other than A and still meet our collective needs?
  
- Has the analysis been completed to rule out any other possible option?
  - If not when would this be completed?
  
- Next meeting?



# Information for reference



## Options proposed by HQ & Region (can we discuss options 2 (D), B and X or other ones?)

(X – proposed by Laval) La surface identifiée représente environ 15720 mètres carrés. Il y aurait de l'espace pour l'agrandir, mais ceci nécessiterait un réaménagement des routes et stationnements existants. 9



# Infrastructure Project - Laval IHC

Infrastructure - Laval IHC	Deliverables	Approved Completion Date	Forecast Completion Date
	Define Statement of Requirements & prepare RFP for consultant architect	30-May-17	30-April-17
	<i>Architect selected for IHC design and contract awarded</i>	<b>10-Nov-16</b>	
	<i>Land Acquisition from</i>	<b>30-Oct-16</b>	<b>31-May-17</b>
	Design Facility	20-Feb-18	31-July-18
	<i>Develop full scope construction documents &amp; tender</i>	<b>17-Jul-18</b>	<b>31-Jan-19</b>
	<i>Construction &amp; interim completion</i>	<b>30-Jan-20</b>	<b>30-June-21</b>
	Final Acceptance		31-Oct-21
	Occupancy Plan - Regional Operations	TBC	TBC
	<i>Occupancy</i>	<b>31-Mar-20</b>	<b>30-June-21</b>
	Project Completion	<b>31-Mar-20</b>	31-Oct-21



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*Charles Carl (Janitor)*  
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See comments  
Let's discuss  
For information

## UPDATE ON THE IMMIGRATION HOLDING CENTER – LAVAL PARCEL OPTION OFFERED BY

For the Vice-President

*PC 600 12*

### PURPOSE

To provide you with an update on the CBSA's preliminary consideration of the Laval location options offered by the Holding Centre.

### BACKGROUND

**Canada**

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*no longer  
required?*

## NEXT STEPS

To maintain the existing positive collaboration between the Agency and \_\_\_\_\_, it is recommended that the President of the CBSA connect with his counterpart at the \_\_\_\_\_ by way of introductory phone call.

The Agency and \_\_\_\_\_ officials will continue to explore options for the best IHC location.  
Regular updates on the progress of this work will be provided.

Charles Chenard, Director General  
National Real Property and Accommodations Directorate

### Vice-President's Response

I approve

I do not approve

*?  
— what does  
this mean?  
— Parcel 'A'  
is the  
location,  
right?*

Christine Walker

### ATTACHMENT(S)

1. Aerial view of the Laval
2. View of Parcel "A"
3. Preliminary Assessment of Benefits and Challenges associated With Parcels "A" and "D"



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**ATTACHMENT 1 – AERIAL VIEW OF THE LAVAL  
WITH PARCEL “A” AND “D”**

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**ATTACHMENT 2: VIEW OF**

**FROM PARCEL "A"**

## DRAFT – UNCLASSIFIED

**ATTACHMENT 3: PRELIMINARY ASSESSMENT OF BENEFITS AND CHALLENGES ASSOCIATED WITH PARCELS “A” AND “D”**

(Initial assessment was completed in collaboration with Operations, Regional Security, Programs and National Real Property And Accommodations)

Decision Criteria	Parcel “A” offer)	Parcel “D” (CBSA’s preference)
Infrastructure	<ul style="list-style-type: none"> <li>✓ Larger parcel</li> <li>✗ Not connected to municipal water</li> <li>✗ Not connected to electric grid</li> </ul> <p>✓</p> <p>will serve as a dissuasive measure for the rear of this parcel</p>	<ul style="list-style-type: none"> <li>✓ Connects to municipal water</li> <li>✗ Smaller parcel</li> <li>✗</li> <li>✗ rendering the access difficult.</li> </ul> <p>✓ From the proposed entrance to this parcel, a wide angle of unobstructed vision permits the identification of unwanted visitors.</p>
Security impact	<ul style="list-style-type: none"> <li>✓ Visibility is clear to the right of parcel “A” (vegetation will not impede the line of sight)</li> <li>✗ Close proximity to possible disruptions from</li> </ul>	
Program impact	<ul style="list-style-type: none"> <li>✗</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>
Operations	<ul style="list-style-type: none"> <li>✗ Unclear if Parcel allows sufficient space for a vehicle emergency exit</li> <li>✗ Potential strikes : public servants could disrupt operations</li> </ul>	<ul style="list-style-type: none"> <li>✓ allowing certain detainees to work at the IHC in the capacity of maintenance support.</li> <li>✗</li> </ul>
Accessibility to visitors	<ul style="list-style-type: none"> <li>✗ Far from to road (expensive for the services)</li> <li>✗ Not easily accessible by public transit</li> </ul>	<ul style="list-style-type: none"> <li>✓ There is a parking for _____ in front of parcel D and I understand that wish that it remains undisturbed (to be confirmed).</li> <li>✓ Closer to public transit and roads</li> </ul>

*(in view of  
the regulations  
we showed highlights  
the reasonable mit. galor  
measures*

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Charles (Carl) Jennifer

if we can develop  
mitigation measures  
(e.g.  
(accessibility,  
etc.)

to make Parcel A  
workable, then we  
are "in business".

PSB<sup>20</sup>  
12